



INCIDENT COMMANDER'S Notes

Incident Freedom Convoy 2022.

RMS # Rm22009444

Date: Feb. 15, 2022

Incident Commander: Chief Super. Carson Paroly.

Scribe: Katie Burnette-Dickie

Book #2.

DR. NINA FUSCO

Psychologist

East Region

Healthy Workplace Team

Russell County Detachment

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INCIDENT: Freedom Convoy 2022

INCIDENT COMMANDER: Chief Supt. Carson Perduy

SCRIBE: Naine Burnett-Dickie

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Time	Particulars	Review
0730	meeting w/ P. Ferguson (OPS) (Bob) Phil (RCMP) we need to set measurable updates, approved plan will report on that. new plan. Communication plan for media to include OPS, RCMP carry on, we are committed we are working well as a team realizing but we need everyone on the same page. If we could have D. Ferguson to lead in. I want those objectives clear at what we have succeeded in. We need to be mindful we don't have dozens of objectives. We need to focus on 3-4 objectives. We need to leverage surge capacity, we have a mobilization plan to 1400 officers. The operation and the	



INCIDENT: Freedom Convoy.

INCIDENT COMMANDER: C. Super Corson Berdy.

SCRIBE: Katie Bomeke Dore

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	direction says we need officers here.	
	I don't want to find ourselves	
	divided. Are we	
	resourced. Requesting	
0757	ops here for dem. & emails written to the commissionaire.	
0825	meeting w Ferguson, Bernier & Phil we bring Basso Crp. RAMP planning team.	
	Victorie	
	Brad Taylor Planning lead - O.P.P.	
	- CIB ops	
0835	discuss goals for the day will pass one Brad w Planning for approach.	
	requesting information from Trish, for follow up.	
0841	discussion w Bernier, we are still building on our plan & commit to rolling it	



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INCIDENT COMMANDER: C/Supt. Carson Parry

SCRIBE: Kcne B. Dickre

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Time	Particulars	Review
08:45	up to your Chief. meeting w Sersisch Bernier Springer. We Dasso. Communication is going to be key. As we've been asked to set objectives @ a 24 hour cycle. Interm be commanders intent we will ask questions to ensure we have met your needs operationally. We need to look at this event as a broad buffer zone. We are in a good place this morning so you as a commander the rest of the city zone. I would like to allow we know what your objective and plan will be over to Bernier	



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SCRIBE: Katie B. Deane

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	Bernier - within the plan there is an mechanical end to this event - a safe end to the event. I didn't bring the plan from a high level I don not have an end plan. This will be a PRT event w the right time w the team I have w - no one is kicking themselves.	
	Bernier - we are being methodical and strategic. The Mayor did what he did. Need a reset due to what the Mayor did. That may change me. we have a	
8:00	Carson exits for a call.	
	I am alive to the fact that everything is changing every	



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INCIDENT COMMANDER: C/Sgt. Carson Brady

SCRIBE: K. Brice

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	minute everyday. We may have to adjust - we will have to check to see what we have in place. from a strategic standpoint and changes.	
	We - number one only strategic goals we set it will be an open book. The objectives will be determinable whatever you want you are driving the bus. We can say strategically that makes sense. Common. Wants a report on strategic goals everyday. It changes everymin. when you get politics and media, put it's all used to Bernier - this is to a magnitude	



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SCRIBE: RBD

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	at new, its very different and first time I've been asked to do something like this. You are the ops IC - you are driving the bus. Bernier - I have new entities coming at me. Nationally & internationally. I want everyone at this table my IT team is my action plan. I am not in the mind set that we go in hard. I've got legal, intel, invest to give me what I need. Its an interesting dynamic w the pressures. WI - operationally we are here to support you. Bernier - are you envisioning things	



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	DIFFERENTLY? W1 - we made a plan and everyone agreed - when we move away from MCT that's why now - RUSH, RUSH! If you want to start wed, I'm here to support you. If we go then we are into the plan schedule. It's the timing all the interference stopped us. You will take a tone of pressure, your Chief - Bernier - my biggest concern is that the words scare me. You group are very passionate about their plan. I don't think I have enough time to clean up before the weekend	



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	I'm happy with that plan! We can't stop until its all done.	
	Springer - If we have the 1015 machine - soft nets towing capacity what's changed, why now. If PLT can get the message out, + pay w/ tac support - massive coordination 48-72 hours give it all	
	If its Tuesday, set up w/ Bernier - I've analyzed Windsor - small scale and different show. B what we took away was don't stop don't loose ground	
	Windsor show of support - smaller scale Bernier - I've been anxious - we are	



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SCRIBE: C. Bro

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	all happen. we some what large confidence in what we are doing. Wi-Fi channels nest is contained with's a little bit on the wind. once we poke it we can't retract. we plan for these things. Dave Springer have a tone of authority if we say for hours. and we have ex police. ex military we need to medicate NICS. All needs to be at a snail's pace. we need to know safety risks as soon we let them stay there. those people are not leaving. some are waiting for the fight. some are getting into from ex police.	



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	WI - every corner you need to clear. Ottawa is a big city, tricky corners. It's a huge operation. We will not matter what, but what is the collateral damage.	
	Belmer - it will have to be slow and methodical. With a row on Wellington especially. It's the "when".	
	WI - I have no problem with staff on standby. It's going to go overnight. When to strategically do that. Do we take him out now.	
	my concern - we need a strategic view and intel on this - once it starts it's not stopping. This is the overall intent - to clear the	



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	Streets. 3 key people - Strategically is when to do it. My concern is the resilience and stamina to get through another week - does our residents, Council, police service board have me stamina to wait 1 more week.	
	WI - are we going to be able to medicate risk for more time. We want to be prepared with enough time, we have all the staff ready, all the staff in between, do you need more bodies, we have 300 bodies waiting to assist. If you need more bodies we have bodies, wherever	



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	You need, we can get bodies - ops people get to take a break. I know the pressures there. Your city council will need to be educated Bernier - there are dynamics that are on presidents with the state of emergency and emergency measures act. I'm hoping your team can provide me a document with strategic plan if you could come up with a framework we could follow Bernier - I don't have time Advised I've just sent out a document with parameters with a document for a front line officers. HS clear and concise on ticketing	



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	we've taught a lot about the the flow chart.	
	Bernier - very good discussions. we went to implement a plan where we execute and don't stop. I need a plan to easily read and explain to my team.	
	Bernier - express concerns about our members.	
	There was an aspect of that plan that allowed 24-72 hrs rest. Build on PLT, give our Ottawa folks a rest.	
	I'm concerned about the resilience of our Council and Community.	
	Advised my resilience is at my back. I've seen the pressures. we got a medical	



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	doctor coming today to support wellness Bernier - Trish will take that role. Bernier - strategies w the community is needing to change. Wi - Com's in all the same room. baws should not be tickets, #15 It's feeling a beast we can't beat. Have we set any strategic goals/ objectives I want to re-visit and re-affirm our objectives from yesterday we made progress yesterday not only 1 objective was met. We did achieve 1 objective. Advised that to	



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Time	Particulars	Review
Objectives discussed	In terms of objectives	
	① revisit objectives	
	and the vision w	
	Commander intent	
	communications	
	need to be prioritize.	
	② mobilization	
	sebelatization	
	nsht now. In	
	proper plan for	
✓	exit. We have all	
	the bodies to give	
	ops a voice.	
	We will bodies here	
	to ensure these	
	people are not	
	comin back.	
	③ Strategic	
	communications	
	that the messagin	
	is line-up and	
	on the same page.	
	Strategic coms is	
	all the way through	
	and the messagin	
	approved and ratified.	
	We want seamless	
	messaging and	
	consistent messaging	



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Time	Particulars	Review
	operationally it is all consistent... that Cam's piece is the main component. Training teams need a break. All in the planning piece. It needs to be. I do not want a call that O.P.P. RCMP not doing any - narrative needs to not be that we are not doing anything. Better errors approved wording. Advising that we are following the Commander's lead. There was rumor that O.P.P. would not engage with the OYO intent was to educate. We had I want to be clear that if once we say you are not and not	



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	going back in. The plan needs to be communicated from the top to officers on the ground. When you leave agency's info quickly it gets lost. Berrier - learned that there is a briefing break down. Need to be asked again. We are consistent. With regards to fuel - pause and evaluate. Berrier - officers used discretion. Dejeux - are there any more else I don't want to overwhelm you. Hercus - looking for your order of go - how embedded are you in intel. In my respectful opinion - it should	



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	be your intel boss There has been lots of great work. Understating the intel cell never gets pulled away from intel link needs to be available at all time. Strategic direction that intel is embedded and we know that is a current picture you are getting it doesn't matter rank. It's a link that you are getting timely, relevant updates. There will be a bit of a reset here. We are going to have to pause & reset with a bit of a we have some guidance as to what's happening Wednesday. We have to pause Wed. I felt passive	



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	once we start we are going all the way through. if you just said, if you feel pressure, I want you to be frank and come to me. Do not feel pressure to do anything as I trust you can't sleep at night. Bernier - these are my objectives - - stabilize downtown core. - Use less of our people and more that are here to support us. - get through the wind - reduce pressure on downtown core. We start outside into the inner core - and we don't stop. it makes sense it needs to be driven on authorized of Bernier we can't start an operation	



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	looking at proceeds 3 Orinda Crd. There are going to be opportunities to support aspects Bernier - very confidential we have to be tight, here engrained everything is completely confidential - pushed out at a timely manner Bernier - I'm worried that Intel be pushed out internally Bernier - looking for guidance from you. What can I do for catcher week. Don't be, you need to be consistent in your message and they need to hear it. You can't carry the weight of organisations on your shoulders. Focus on what you need to do. We have been given great support	



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	from our management we are the gatekeepers to support your intent.	
10.01	PHO arrived at Leiten. Told that Commissioner as a Sr. Command they have re-evaluated warden report explains certain perimeters with records messaging when we go to C.O. board will report to you. I asked a lot of questions we didn't meet our goals. 14 hours in - 10-2 to recalibrate one of our key objectives to integral there is not a unified command. Under/Strongly the plan for successful execution. I prefer to not to be	



Carson Pardy
Chief Superintendent
North East Regional Commander

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	asked questions. I'd rather not speak to inflame you. Advise Trish need sto be clear that we have a script and we follow it and your chief John - Five been briefed by my Commissionaire. we are not prepare to discuss planning in a public term. 2ndly dynamics we want something prepared so that chief say has a script we are sticking to. Inerc are 2 streams - they asked and agreed to give a high level imple. 2nd part of the ASC - all I can tell you from our	



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	Respective - we need to prepare. John advises 100% public meet is off until further notice. I need your Chief to know that we are willing to be in a meeting and we have an invite from York so we are very clear on what we can share. You do understand I can't pull and Commissionaire insists we are prepared & he must (Chewy Chief) approval.	John Sherlock OK
10:22	mtg adjourned	
10:23	leaves to grab his computer	
10:24	back in. To join teams mtg, w Deputy Marco, Chief and chiefs.	



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10:25	Joining teams	
10:30	in the call	
	Things are not moving	WJ
	AC commander is	Geradis
	there is no political	Flynn
	pressure. If we	
	don't show progress	
	in change. It just	
	have to be done.	
	We have to motion	
	up the emerg. act	
	but when we visit we	
	are not part of the	
	unified command.	
	can - advise, we	
	are not a unified	
	command. We are	
	can advise, we	
	have assist - that is	
	the level we are	
	changed - on air	
	4th IC since the	
	event. We are trying	
	to unified command	
	We have not had	
	the access to members	
	of OPS. We are parting	
	the narrative and	
	not taking control	



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	We set a strategic objective yesterday with Coms that we can share and be unified in messaging. We just wrapped up a hq and now the Commander is fully briefed and he has said he has some concerns. We had that plan, believe it's a good plan. We are not saying there will be strike. These people are not leaving. We will have cohesion if we are highly successful then we pause. We are not winning areas completely. Is this an operational or political win. IC needs. Flynn - we do not have a unified command	



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	The commander is in a more robust format as at today. The wrap up of Strategic Command has not been completed. Flynn - we are still in the hope phase. Advised we do have all the right people here for resourcing we will start to we need a com's strategy. HS the reputation of all police. We have to show someone we might have to take some risks. W - elephant in the room is everything we have been done so far - have been backed by CBS Chief. Requesting your influence to organize a true unified command	



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	Advise action plan has changed.	
	Advise that our planning group PLT. Starts a positive action it needs to be progressive and keep moving forward. We need to be prepared to move forward and hold and secure areas.	
	Advise that if we take command could be made seam- less, there are people who are at that table - remain if we do take command we create a truly united command - from my perspective with MELC - with each perspective. Advise mass removal that if that is a strategic	



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	to continue, we need to prepare for, we need to take our planning team - 3-4 days to hope to start on Sunday - took 15 till Wednesday - advise that we are looking into that plan. There is a work in progress not everyone on the same page. Nicolas & Weller Rd - was a test to that positive action.	
	WI - from a technical point of view we could change our plan as long as we have the operational authority we can make it happen. But once we start - we cannot stop. But when we get to the next core	



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11:02	part - we are prepared for that fight. we will get it done. teams mta. ended. we have had a water shed moment since last week. Flynn: Need to plan as if we are in command. Revisiting what are our objectives today. Advise that we could develop a new strategy due to provincial orders we can start that now Flynn. Unlawful Assembly. Persons supplying can be created & interdicted. People of route that can be stopped - freedom of movement. Knowledge of proof. Supplying food & gas can all be stopped	



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	People who have children face additional penalties we can identify areas for non access.	
	Messaging going out today. I think that we are united that public message that....	
11:15	incoming call from - N/A.	
11:22	Phone in a handover. Flynn advises that messaging needs to be this is our collective advised that we have the authority to lock the city down. We would need support cannot have anyone new to join the protest.	
11:29	Advise that messaging needs to be strategic and people need to know that will be	



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	Arrested. We need to start the messaging and then all channels on deck Advise we will message 2 key strategies (1) verbally 3 authority (2) mobilization What do we need. Start planning asap. (3) Unified Command. Planning cell needs to start a planning cell. Leadership piece is key. We have resources in our ability. Here are your immediate strategic directions. 11:40 Incoming call from Sgt. Harkins - Advise word is out about or 50/50. Advise he wants the planners Advise we have met Planners 11:42 W Planners advise	



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	immediate & urgent we need to link in emerge act that PM message in that any one traveling here is illegal - (PLT every front line officer to have this message strategic focus posted hace U (#1) 2 mobilization - TPS with good experience what does location down the city looks like. Interdiction needs to be built in we need to stop people from coming in we need to be mobilized and resources. no update - no positive action over the weekend. resources on PAV coming advise we need real time action - we need people on ground and briefed. This is our objective all hands on deck.	



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	Proactive messaging. We need to look down the system. requesting Airtel ready you advised to be prepared before Tuesday 22nd.	
11:48	advise CFS - still need your leadership we have just pivoted and given 2 key priorities PLT on stairwells - and need a breakdown of emer. measures. messaging to the front line #2) mobilize ha to lock the city down. red, bottles - lift ramps. PLT messaging so very important most importantly this is a unified command. Advise a unified command is RCMP, CPP, CFS	



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	OPS still most important resource. We have to be prepared. I'm stressed we need OPS here. This extends beyond us. I want to see OC at the table. We have a lot of work to do to wrap this up. We have broader commitments. We have 2 planners who were the architects of OPS lock down. Bernier advises he has no influence in this plan, we still have control. Advised to keep that momentum going. Be ready to pivot. We are here w you to back up. There are changes but we now have a unified command.	



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	interest and provincial interest. need to get messaging up and approved and out. We are arching wordily so fronted line have their community. Advises that the support we are getting is not good. Nice messaging out today. We need to keep momentum and pivot with these communities. Barrier reestablishing clear messaging D:04 outgoing call to Chris Perkins. advising that we have given our planning group 3 IC. can we have a discussion about keeping commander from CPS and that we need CPS linked in and we need a	



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	true unified command requesting thoughts advancing our strategic plan to consolidate (1) forward facing message aggressive message at. Not brag too much achieve all we are wanted. make up time line - we need resources ready to go logistics. Strategic communication to PLT. advised that regardless this will be a true unified command structure.	
12:08	advised from a united command Springer and RAMP advised I wanted a fresh look but advised he was the most intel on the situation on the ground. Mike Graves will be back	



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	up on a 24 hour rotation. This CP cannot go to 2nd. Advised that I have incidence in Mike Francis to return Springer. Requesting the need to identify for a commander for manual side of things. Currie Tony at of Barrie Kirk. Lin Advise that the team needs to refresh get a meal & engaged to provide rest. look down at the city plan ready to go and mobilize today. Currie is under contract for subject matter events - trucks marked as APP and a plan to interstate. Herkin has been assigned	



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	as Gold Commander OPP.	
	via Strategic direction	
	to us.	
	#(1) communication	
	mobilization	
	#(2) quick - control	
	narrative.	
	Advised that Steve	
	Bell is the interim	
	Ops. Chief.	
	Rob Bernier will	
	remain. This	
	will be going	
	24/7 - Rob will	
	have to identify	
	a relief.	
	2 opp days/night	
	2 ops days/night	
	3 RAMP days/night	
	Advised WI to advise	
	his managers	
1221	that Springer requests	
	for date-direction.	
	advised it will be	
	soon. Springer advises	
	that as early as Friday	
	11:00-ETC mobilized	
	WI advises he second	
	we start clearing	



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	SPinner advises negotiation prior to Tuesday. Request as to what has changed, why now. Advise that there is a huge change strategic advised that we need to complement uniform ask. Advised to pass on its a critical call we are on our way to. We are in a state of emergency the city and the province has given us authority, our plan technician is still working. we need to set up mobilization now. Strategic come will come heavily and hard. 24 hours a day will be operational. This is still going to be on and we are supporting	



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	Advised Springer that we need to build the messaging up.	
13:33	Outgoing call to P. Morris advising of unified command structure. moving to a 24 hour operation - more sustainable - exploiting the emergency etc. You are not welcome and you will be charged.	
	Advised we are doing an emergency deployment to take the city down.	
	Advised that the ops will remain in place but we will have to be rotating. CP will be involved. informed.	
	Advised that we briefed this morning we discussed having daily intel dialogue absolutely critical we keep you informed. 3 you are carrying US intel	



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	advised that once we get the command structure solidified we would like to tighten up the leads from an intel perspective. I am sharing the product with our night planning group. Sgt Morris advises he is here to support in whatever capacity needed.	
1339	incoming call from Karl Thomas, we are here for you, advised. I can advise our ops counterparts may not have the logistics to continue. Advised I will inquire about the feasibility and will report back. Advised we are looking to go to a pressure where we can lock the city down.	



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	Advised we are still orienting on emerg. measures. My team is working hard at the messaging so every officer will get that upon deployment. Advised will get a report on the EX centre vacancy. for orienting.	
1358	Debriefed with POU - with EX centre with deployment	
1358	Outgoing call to Carl Thomas advising the POU commanders are stayed at EX centre. I'm going to send you Insp Rob Palmer's phone number	
1414	CU advises that he is going to bring in an ICAV officer to our command post	



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1425	outgoing call to Veronica Eaton - advising its Jaw and steady within standing some of the noise. Advised I am upst understerol, the deputy phoned me on towing. Requesting what I imagine you are looking for. Advised we are having trouble to get towed. The Emerg cot will allow us to mobilize and move we need to be ready. Advised we have pivoted to a different posture - we are immobilizing to lock down to prevent protesters from coming. The injunction, Emerg act all at play to effectively use by law to ticket. We need flexibility to move in keep things moving. Advised me sooner the better. Veronica advises	



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Time	Particulars	Review
1434	she has the necessary messaging moving forward. Reply to email from OMET Sup Stephanie Patterson. regarding swearing in officers she advises its more of a complicated than thought. May have to revert to ops who alerted their process on last update and in the midst of the turmoil we will see if they can re-activate it.	
1442	Incoming call from Stephanie Patterson. (Brad) linking messaging from last night. That the IPS has only messaging been approved. Requesting updates as to whether or not it has been confirmed. Advised we need to nail down messaging and get it out. Advising Friday is too	



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Time	Particulars	Review
1505	late for swearing in. Brad Taylor has been asked to connect with Mike McDonnell mgt the messaging goes out that we will use to deploy.	
1522	Incoming call from Mike McDonnell advised that we met and based on strategic direction that we tasked w strategic messaging and PL very active in messaging gettin out. Advised that the injunction the city enacted today. Advised that will share that email a copy to him. Ramp advised us today that the authorities we already have and Ramp will provide a concise document on the emerg. act to assist with the messaging which is the original wording we have in	



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Time	Particulars	Review
	our ops plan. 2nd stage is the mobilization. we have strategic direction that we need to lock the city down. If you are coming here to protest, messaging indicates it illegal. this takes time, but once we start positive action we must keep going. Advised that is where we have directed. We are going to give assistance to our partners, we are moving to a 24 hour cycle. And creating our unified command. We are putting that in place where Kenyon is Brad. You stayed at EY center. Advised OPS has the lead, we are here to support them. Request whether DPP:	



Carson Pardy
Chief Superintendent
North East Regional Commander

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Time	Particulars	Review
	RAMP should jointly put out messaging. Advised that Tim Skinner is here and will advise. Advised Tim Skinner the hub has concerns. Advised I'm not certain what concerns the hub has. Advised Tim that Mike is looking for specific messaging: (1) aggressive messaging (2) mobilization. RAMP is up and look it down. Advised we can't move forward without those two objectives in place. Advised that the issue now is the Provincial Hubs are questioning Skinner. Advised he is confident he can handle, he briefed and a commitment for 4 units. Advised	



Carson Pardy
Chief Superintendent
North East Regional Commander

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Time	Particulars	Review
	that Surete Quebec will require an email request for members. AC offered 3 units.	
1553	incoming call from advised of meeting w Phil for containment and restricting access to the city.	
1550	incoming call from Chris Perkins. advised we have SP who are ready to send 3 units but require an official ask via email. Advised will check in to see where strategic messaging w OPS for approval.	
1607	Ministry has received request for any authority they don't have but they may have.	
1607	Keith Finn advises the Minister wants to name Leachon - request do you want	



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Time	Particulars	Review
	Set zones on city.	
	Advised we have an	
	exclusion zone	
	Advised requests	
	are coming in for	
	information.	
	Any resource the	
	Ministry has, will	
	support	
	All Chief's memo	
	exclusive to public	
	order how many	
	units can you deploy	
	Advised that the	
	request for you	
	supports will include	
	Aux. for 2 days.	
	Request for additional	
	units	
10:18	Call from Chris Harkins	
15:55	Ministry offered 2	
	things for our consideration	
	any difficulty we need	
	that we don't have.	
	Is there any equipment	
	type resources that we	
	need that they	
	can provide	



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Time	Particulars	Review
②	an commissioner has referred the PLT flyer that was initiated in Windsor we need to update this flyer.	
③	Advising they are looking for a greater understanding of the zones the orders have taken. Strategically how are we going to leverage the center. Act to take back these zones from a planning perspective. Commish. Would like 12, 24, 30 hour slots and objectives. He indicated that to the respect to resource cost they will deal with City of Ottawa directly.	
1630	you advises 14 teams would be allow 10 teams to deploy - 2 hours on ground then rest - 8 hours rest. 32 hours possible to clean up.	



INCIDENT: Freedom Convoy 2022
INCIDENT COMMANDER: Clayton Carson Parry
SCRIBE: Clayton
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Time	Particulars	Review
1041	incoming call from Kerry Van Beek. advised per command asking us to action a request to QC and they will come. Incident command group needs to formalize.	
1050	incoming call from Mike McDermott	
1057	prep for 1700 mtg.	
1703	enter call. Coordination perspective we are on track.	
1714	1057 connection to call	
1715	key communication, strong messaging we want the lead to come at OPS. we will continue to use RCMP GdD, ATTY, Brantz. Irish w sit w Carson RCMP CIO - Brantz. RCMP on intergraded command we wanted to work and move ahead.	

[Signature]
27 Feb 2022